

Scottsdale Police Department



Annual Performance Report on 5-Year Strategic Plan

Alan G. Rodbell
Chief of Police

**FISCAL YEAR
2003/04**

Table of Contents

General Overview	3
Summary of Progress	4
Overview of Strategies Initiated FY 2003/04	5
Strategy Progress	7
1. 0 Reduced Crime	7
2.0 Organizational Excellence	9
3.0 Strengthened Relationships	15
4.0 Strengthened Homeland Defense	20
5.0 Advanced Technology Solutions	22
6.0 Enhanced Facilities	26
Errata- Adjustments Made to the Plan FY 2003/04	28

GENERAL OVERVIEW

In Spring of 2003, sixty members of the Scottsdale Police Department came together to update the Department's 5-Year Strategic Plan and layout our vision for the future. The result was a focused blueprint incorporating key elements of previous strategic planning documents, performance and workload indicators, demographic trends, and citizen input. This "roadmap" to the future included six key strategic priorities for the Department:

- Reduced Crime
- Organizational Excellence
- Strengthened Homeland Defense
- Strengthened Relationships
- Advanced Technology Solutions
- Enhanced Facilities

During the past fiscal year, the Department has made significant progress toward these strategic priorities. The purpose of this Annual Performance Report is to summarize that progress, and to provide status information for each individual Strategy that was implemented during the 2003/04 fiscal year. The Annual Performance Report is prepared each year as part of the annual review and update process, and is published to the Department's website to provide public access.

SUMMARY OF PROGRESS

Following is a summary of the progress and current status of Police Department Strategies initiated during FY 2003/04. This period covers activity beginning July 1, 2003 through June 30, 2004. A total of 36 different Strategies were active throughout the 2003/2004 Fiscal Year. Twelve of the Strategies were completed during the fiscal year and 24 are continuing into subsequent years. The table below shows the number of Strategies Initiated, Completed, and Continuing for each Strategic Direction and supporting Objective.

Strategic Directions & Objectives	Strategies Initiated	Strategies Completed	Strategies Continuing FY04/05
1. Reduced Crime	3	1	2
1.1 Enhance Crime Prevention Initiatives	2	1	1
1.2 Enhance Enforcement Initiatives	1	0	1
2. Organizational Excellence	11	3	8
2.1 Develop Exemplary Leadership	3	2	1
2.2 Develop Employees	2	0	2
2.3 Develop the Organization	6	1	5
3. Strengthened Relationships	8	4	4
3.1 Strengthen Intra-Governmental Relations	1	1	0
3.2 Strengthen Internal & External Communications	2	1	1
3.3 Strengthen Community Relations	5	2	3
4. Strengthened Homeland Defense	3	0	3
4.1 Promote Prevention, Mitigation & Security Initiatives	1	0	1
4.2 Strengthen Readiness & Recovery Protocols	2	0	2
5. Advanced Technology Solutions	7	2	5
5.1 Advance Integration Capabilities	1	1	0
5.2 Advance Communications Technology	2	0	2
5.3 Advance Technology Support & Infrastructure	4	1	3
6. Enhanced Facilities	4	2	2
6.1 Develop New Facilities	2	1	1
6.2 Reallocate & Enhance Existing Facilities	1	0	1
6.3 Enhance Facility Support & Administration	1	1	0
TOTAL	36	12	24

OVERVIEW OF STRATEGIES INITIATED FY 2003/04

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2004/05	On-Schedule
Strategic Direction 1 - Reduced Crime				
1.1 Enhance Crime Prevention Initiatives				
1.1.1 Juvenile Delinquency Prevention Initiative (JDPI): Develop & implement a program for school-aged children related to substance abuse education & law enforcement role modeling to build positive relationships.	Q1		√	√
1.1.2 Assign Crime Prevention Officers to Each District.	Q3	√		√
1.2 Enhance Enforcement Initiatives				
1.2.1 Implement staffing redistribution plan (deployment study) for basic police service needs; redistribute existing staff to maximize resources.	Q4		√	
Strategic Direction 2 – Organizational Excellence				
2.1 Develop Exemplary Leadership				
2.1.1 Establish well-defined expectations & skill levels for leadership.	Q2	√		√
2.1.2 Establish a process to improve accountability & recognition.	Q1	√		√
2.1.3 Develop a program to address leadership training needs.	Q4		√	√
2.2 Develop Employees				
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	Q2		√	√
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	Q2		√	√
2.3 Develop the Organization				
2.3.1 Implement Department-wide assistance for employees injured while on- duty.	Q2	√		√
2.3.2 Increase percentage of multi-lingual employees hired.	Q1		√	√
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	Q3		√	√
2.3.4 Conduct a department-wide General Order assessment & system redesign.	Q3		√	√
2.3.5 Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.	Q4		√	
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Report.	Q4		√	√
Strategic Direction 3 – Strengthened Relationships				
3.1 Strengthen Intra-Governmental Relations				
3.1.1 Establish multi-directional communication between Police Dept., other City Departments & City Council.	Q2	√		√
3.2 Strengthen Internal & External Communications				
3.2.1 Develop an effective communications process for Police Department operations.	Q2		√	√
3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.	Q2	√		√
3.3 Strengthen Community Relations				
3.3.1 Establish a Process for District Commanders to Create & Maintain Meaningful Police-Community Partnerships.	Q2	√		√
3.3.2 Expand the Explorer program & enhance leadership support of the program.	Q2		√	√
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	Q3		√	√
3.3.4 Analyze City demographics to ensure effective Police service delivery.	Q1	√		√
3.3.5 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	Q2		√	√

OVERVIEW

STRATEGIES INITIATED

FY 2003/04

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2004/05	On-Schedule
Strategic Direction 4 – Strengthened Homeland Defense				
4.1 Promote Prevention, Mitigation, & Security Initiatives				
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	Q2		√	√
4.2 Strengthen Readiness & Recovery Protocols				
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	Q2		√	√
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.	Q1		√	√
Strategic Direction 5 – Advanced Technology Solutions				
5.1 Advance Integration Capabilities				
5.1.1 Complete procurement for an integrated suite of Police applications.	Q1	√		√
5.2 Advance Communications Technology				
5.2.1 Conduct radio-engineering study.	Q1		√	√
5.2.2 Conduct refresher radio training for all employees who use radios.	Q2		√	√
5.3 Advance Technology Support & Infrastructure				
5.3.1 Conduct annual review of strategic & operational technology plan that is tied to the budget process.	Q2		√	√
5.3.2 Ensure back up of all mission critical job functions.	Q4		√	√
5.3.3 Increase technology staff to support current needs.	Q1	√		√
5.3.4 Improve Department web capabilities.	Q1		√	√
Strategic Direction 6 – Enhanced Facilities				
6.1 Develop New Facilities				
6.1.1 Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.	Q2	√		√
6.1.2 Implement planning phase for land acquisition & construction of District 4 Facility.	Q4		√	
6.2 Reallocate & Enhance Existing Facilities				
6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.	Q3		√	
6.3 Enhance Facility Support & Administration				
6.3.1 Monitor City Fire services contract to determine future impact on Police & City facilities.	Q1	√		√

STRATEGY PROGRESS

1.0 Reduced Crime

Objective 1.1

Enhance Crime Prevention Initiatives

- Deputy Chief John Cocca

"Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community." – Deputy Chief John Cocca

1.1.1 Develop & Implement a Juvenile Delinquency Prevention Initiative for School-Aged Children Related to Substance Abuse Education & Law Enforcement Role Modeling to Build Positive Relationships.			
Measure of Success	Initiation Date	Target Date	Responsibility
A measurable reduction in juvenile delinquency.	09/2003	08/2005	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> Prepared & published the "Teen & Parent Resource Book" for use by Scottsdale Unified School District. Evaluated various program curriculum options & selected a K-12 curriculum called "Lion's Quest" for the initiative. Baseline juvenile delinquency data was collected by the LINKS Community collaborative for evaluation purposes. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2004/05 On-Schedule 			

1.1.2 Assign Crime Prevention Officers to Each District.			
Measure of Success	Initiation Date	Target Date	Responsibility
Assignment of a Crime Prevention Officer to District 1, District 2 & District 3. Crime Prevention Officers report directly to District Commanders.	01/2004	03/2004	Deputy Chief John Cocca
Summary of Annual Progress			
<ul style="list-style-type: none"> This Strategy was moved up from FY2005/06 to FY2003/04 3rd Quarter. A third Crime Prevention Officer was selected and assigned to the Crime Prevention Unit. The Unit was decentralized & Crime Prevention personnel were assigned to each District to report directly to District Commanders. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2004 Ahead-of-Schedule 			

Objective 1.2**Enhance Enforcement Initiatives****- Deputy Chief John Cocca**

"In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility." – Deputy Chief John Cocca

1.2.1 Implement Staffing Redistribution Plan (Deployment Study results) for Basic Police Service Needs & Redistribute Existing Staff to Maximize Resources.			
Measure of Success	Initiation Date	Target Date	Responsibility
Implementation of identified beneficial Patrol Allocation Models.	05/2004	07/2004	Mgr. Paul Bentley
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed contract & began working with Northwestern University on Patrol tier for allocation, scheduling & deployment. Completed on-site kick-off meeting with Northwestern University consultants hired to conduct deployment study. Completed 2nd site visit by Northwestern University & facilitated weekly update meetings. Weekly update meetings between Northwestern University & SPD have continued. Conference calls to increase employee input have been scheduled & completed for multiple tiers. Received interim report for review. All SPD Tier leaders reviewed the interim report with their review teams & provided formal feedback to Northwestern University. Received on-site presentation covering the interim report. The estimated final completion date for this strategy to include the 40-hour consulting time has been moved to October 31st. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2004/05 Behind-Schedule 			

2.0 Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

- Cmdr. Bill Wilton

"LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well." – Chief Alan Rodbell

2.1.1 Establish Well-Defined Expectations & Skill Levels for Leadership.

Measure of Success	Initiation Date	Target Date	Responsibility
The design & communication of leadership expectations in terms of key result areas, competencies, & performance standards for sworn & non-sworn supervisors & above.	10/2003	10/2004	Lt. Matt Roadifer
Summary of Annual Progress			
<ul style="list-style-type: none"> Received approval on & implemented new Commander, Lieutenant & Civilian equivalent performance evaluations establishing well-defined key result areas, competencies & performance standards. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2004 Ahead-of-Schedule 			

2.1.2 Establish a process to improve accountability & recognition.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of KRA goals by all LTs. & above; Implementation of process for resolving issues; Creation of tracking mechanism to increase proactive recognition given to employees.	09/2003	12/2004	Lt. Tom Henny & Lt. Craig Chrzanowski
Summary of Annual Progress			
<ul style="list-style-type: none"> Lieutenants & above have an understanding & "buy into" the accountability process. The Chief's Monthly Strategy Review meeting ensures that Strategies are continually reviewed & establishes a process & forum for resolving issues. The new Police-line Newsletter includes an Employee Recognition section listing commendations & awards; the Newsletter is accessible to all employees, is highly visible, & can be used as a tracking mechanism. Performance ratings for Lieutenants include position specific objectives related to assigned Strategic Plan Strategies. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2004 Ahead-of-Schedule 			

2.1.3 Develop a program to address leadership training needs.

Measure of Success				Initiation Date	Target Date	Responsibility
Implementation of program; Training class critique reports; Supervisor satisfaction with training results.				04/2004	10/2005	Lt. Jeff Smythe
Summary of Annual Progress						
<ul style="list-style-type: none">Completed identification of core leadership training needs.Completed recommendation of curriculum focusing on Psychological Associates' "Leadership Through People Skills" training.						
Year End Status						
<ul style="list-style-type: none">Percent Complete: 50%Continuing into FY 2004/05On-Schedule						

Objective 2.2

Develop Employees

– Deputy Chief Raymond Schultz

“The Development of our most prized key assets ‘ Our Employees’ is one of the top priorities of the Scottsdale Police Department Strategic Plan. Providing our employees with opportunities to grow professionally as well as personally will ensure that the citizens of Scottsdale receive the best quality service available for years to come.

–Deputy Chief Raymond Schultz

2.2.1 Identify & maintain "professional development" classes & workshops to define a career “roadmap” for line personnel.			
Measure of Success	Initiation Date	Target Date	Responsibility
Survey results from Supervisors indicating identification of core competencies & identification of training needs; Roadmap identified & in place for line-level career mobility.	10/2003	10/2004	Lt. Mike Stauffer & Sgt. Jimmy Wasson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed development of a process for identifying employee career paths & competencies for career paths. Established a formal partnership with City HRS to facilitate & assist with the process. Completed identification of career tracks within the Administrative Services Bureau. Completed preferred skill-set survey of Special Assignment & selected Patrol Supervisors. Began development of a comprehensive matrix linking preferred skill sets to training opportunities for career advancement Department-wide. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2004/05 On-Schedule 			

2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of customer service training; Decreased citizen complaints related to attitude & lack of professional demeanor; Improved citizen satisfaction during LT & management quarterly inspections; Increased citizen praise & reduced complaints received via PD website & citizen survey.	10/2003	10/2004	Lt. Tony Gibson Mgr. Tom Dworzanski
Summary of Annual Progress			
<ul style="list-style-type: none"> Developed & administered a Customer Service Survey for identification of critical service practice methods or “Service Standards”. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 35% Continuing into FY 2004/05 On-Schedule 			

Objective 2.3 Develop the Organization

– Cmdr. Dave Marshall

“The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale.” – Cmdr. Dave Marshall

2.3.1 Implement Department-wide assistance & support team for employees injured while on-duty.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training for Critical Incident Stress Management (CISM) Team regarding City benefits related to on-duty injuries; Increased awareness by employees of available assistance; Documented assistance to injured employee.	12/2003	06/2004	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Critical Incident Stress Management (CISM) Team members were trained on City benefits related to on-duty injuries. General Orders pertaining to the Injured Employee Assistance Team & protocol in the event of an on-duty employee injury were created, approved & distributed to the organization. Availability of the assistance team was communicated to all employees. Team members received good feedback from employees who have been assisted. 			
Year End Status			
• Percent Complete: 100%	• Completed May 2004	• On-Schedule	

2.3.2 Increase percentage of multi-lingual employees hired.

Measure of Success	Initiation Date	Target Date	Responsibility
Increase in percentage of employees with multi-lingual skills hired compared to previous years.	07/2003	06/2004	Mgr. Glen Olson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed Department survey to determine current multi-lingual skill level of employees. Completed analysis of employee multi-lingual skill survey & recommended establishment of a hiring goal & a training goal to increase multi-lingual skill levels within the department. Completed recommendations for increasing employee multi-lingual skill levels after benchmarking with other agencies. Submitted recommendations to the Chief's Office. 			
Year End Status			
• Percent Complete: 80%	• Continuing into FY 2004/05	• On-Schedule	

2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of personnel allocation models; Delivery of funding requests; Acquisition of personnel.	01/2004	12/2004	Lt. Ernie Anderson & Mgr. Paul Bentley
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed contract & began working with Northwestern University on Patrol tier for allocation, scheduling & deployment. Completed on-site kick-off meeting with Northwestern University consultants hired to conduct deployment study Completed 2nd site visit by Northwestern University & facilitated weekly update meetings. Weekly update meetings between Northwestern University & SPD have continued. Conference calls to increase employee input have been scheduled & completed for multiple tiers. Received interim report for review. All SPD Tier leaders reviewed the interim report with their review teams & provided formal feedback to Northwestern University. Received on-site presentation covering the interim report. The estimated final completion date for this strategy to include the 40-hour consulting time has been moved to October 31st. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2004/05 On-Schedule 			

2.3.4 Conduct a department-wide General Order assessment & system redesign.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of new General Order format & streamlined structure providing for easier reference; creation of guidelines for future policy development & on-going review & update.	01/2004	01/2007	Lt. Steve Yturralde
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed a process map of the existing Policy development, approval & distribution process to be used for identification & implementation of improvements. Researched possible formats for conversion of existing General Orders. Developed recommendation for revised format for General Orders manuals. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 5% Continuing into FY 2004/05 On-Schedule 			

2.3.5 Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of annual assessment that provides adequate support for personnel & funding requests during City budget process.	05/2004	07/2004	Mgr. Paul Bentley
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed contract & began working with Northwestern University on Patrol tier for allocation, scheduling & deployment. Completed on-site kick-off meeting with Northwestern University consultants hired to conduct deployment study Completed 2nd site visit by Northwestern University & facilitated weekly update meetings. Weekly update meetings between Northwestern University & SPD have continued. Conference calls to increase employee input have been scheduled & completed for multiple tiers. Received interim report for review. All SPD Tier leaders reviewed the interim report with their review teams & provided formal feedback to Northwestern University. Received on-site presentation covering the interim report. The estimated final completion date for this strategy to include the 40-hour consulting time has been moved to October 31st. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2004/05 Behind-Schedule 			

2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a process to report Plan progress; Creation & tracking of work-load indicators that support budget & staff decisions; Production of Annual Report that incorporates Strategic Plan.	04/2004	09/2004	Mgr. Will Davis
Summary of Annual Progress			
<ul style="list-style-type: none"> Developed & implemented a Quarterly Progress Reporting process for the Strategic Plan, communicating key accomplishments, percent complete & Strategy status information to the organization. Developed a draft Strategic Plan Annual Performance Report incorporating Strategic Plan Goals, measures of success, key accomplishments, & Strategy status. Communicated the annual reporting process to the organization & trained Sponsors & Strategy Leaders on the process. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2004/05 On-Schedule 			

3.0 Strengthened Relationships

Objective 3.1

Strengthen Intra-Governmental Relations

– Cmdr. Barry Vassall

“The purpose & importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments & the city council in order to enhance understanding & promote cooperation for the purpose of achieving department goals & objectives.” – Cmdr. Barry Vassall

3.1.1 Establish multi-directional communication between the Police Department, other City Departments & City Council.			
Measure of Success	Initiation Date	Target Date	Responsibility
Increased participation & attendance in Police functions by Council & other City Departments; Perception of free-flow of information between staff & Council; Improvement in Council's knowledge of PD Managers to contact regarding specific issues.	10/2003	03/2004	Lt. Marcy Miller & Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none"> Established or enhanced multi-directional communications between the Police Department, City Council & other City Departments. Formalized a process for the Uniformed Services Bureau to utilize Watch Commander liaisons to the Court, Rural Metro Fire Department & City Council. Increased Council member attendance at Police Department retirement, promotional & awards ceremonies. Ensured inclusion of City Council, the City Manager & City Public Information Officer on the internal SPD-ALL Police e-mail distribution list. Established a process so that Risk Management, Human Resources, Neighborhood Services & Fleet Management meet regularly with Police staff to discuss relevant issues. Attendance & completion of the Police Citizen's Academy by City Council family members. 			
Year End Status			
• Percent Complete: 100%	• Completed April 2004	• On-Schedule	

Objective 3.2**Strengthen Internal & External Communications****– Cmdr. Mike Rosenberger**

"Effective communication, both internally and externally, is the foundation for all of the department's programs, goals, and objectives. The department is committed to developing and maintaining meaningful lines of communication within the police department, the larger City organization, and with the community we serve".

- Cmdr. Mike Rosenberger

3.2.1 Develop an effective communications process for Police Department operations.

Measure of Success	Initiation Date	Target Date	Responsibility
Standing meetings to ensure consistency of information distributed to employees; Increased employee understanding & access to PD priorities; Ability for all employees to voice concerns & contribute suggestions up the chain of command.	12/2003	07/2004	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> A "Communications Process Committee" consisting of representatives from all three Department Bureaus was formed. Established a process for posting agendas of all Department standing meetings on a public calendar, giving all employees with computer access the ability to find topics of interest & concern. Began utilizing newly published Department Newsletter for distribution of information throughout the organization. Researched various electronic "web-board" technologies for posting information for employee use. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2004/05 On-Schedule 			

3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.

Measure of Success	Initiation Date	Target Date	Responsibility
Identification & implementation of communication format; Assignment of responsibility for sustaining support network; Increased involvement & dialogue with City & PD from retirees; Increased communication between current employees & retirees.	10/2003	04/2004	Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Established a "Retiree Corner" section in the Department's Police-line newsletter & formalized a process for distribution of the newsletter to interested retirees. Received positive feedback from retirees about receipt of the Newsletter. Increased dialogue between retired personnel themselves & with the Police Department. Created a retiree database that will be maintained by the Police Personnel Unit. Receipt of items from retirees for display at the newly created Police Museum. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed April 2004 On-Schedule 			

Objective 3.3 Strengthen Community Relations

– Cmdr. Sean Duggan

“One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service.” – Cmdr. Sean Duggan

3.3.1 Establish a Process for District Commanders to Create & Maintain Meaningful Police-Community Partnerships.			
Measure of Success	Initiation Date	Target Date	Responsibility
Develop & use a process of constituting community partnerships that are meaningful & useful to both citizens (HOA's, neighborhood watches, community groups, major businesses, citizens, churches, schools etc.) & police whereby the District/Bureau commander is recognized & utilized as the primary police point of contact.	10/2003	10/2004	Cmdr. Sean Duggan
Summary of Annual Progress			
<ul style="list-style-type: none"> Conducted a Community-Police Partnership “Best Practices” survey to collect data to assist with implementing new community partnerships. Completed & submitted to the Chiefs a “Best Practices” recommendation report directed at establishing & maintaining effective community partnerships. Conducted a pilot study at District 3 implementing selected best practices from the recommendation report. Received Chief's approval to adopt identified best practices at all 3 Districts. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2004 Ahead-of-Schedule 			

3.3.2 Expand the Explorer program & enhance leadership support of the program.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of current Explorer Program; Identification of program improvements; Implementation of program improvements; Assessment of program improvements.	10/2003	10/2004	Lt. Todd Muilenberg
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed a comprehensive Explorer Program assessment with recommendations for improving recruitment & expanding activities & advisement. Identified a new Supervisor for the Explorer Program to assume responsibility for the program in June 2004. Completed & forwarded to the Chiefs a detailed “Explorer Program, Assessment & Direction” report. Began establishment of Explorer Firearms & Driver Training Programs after determining feasibility. Training Unit coordinated with the Range & EVOC to finalize lesson plans & establish safety procedures. Began establishment of an Explorer Bike Patrol Program after determining feasibility. Completed Bicycle safety training for interested members of the Post with full implementation scheduled next Fiscal Year. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 85% Continuing into FY 2004/05 On-Schedule 			

3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.

Measure of Success	Initiation Date	Target Date	Responsibility
Implementation of tracking mechanism to quantify donations of money & other contributions; Increased donations to charitable organizations; Increased number of charitable organizations recognized.	01/2004	01/2005	Lt. Tony Markos
Summary of Annual Progress			
<ul style="list-style-type: none"> Appointed project leaders to promote & oversee Department involvement with charities. Participated in American Cancer Society Relay for Life Event & Tip-a-Cop night at Claim Jumper Restaurant with proceeds going to Special Olympics. Completed development of a formal list of charitable organizations & developed a database to allow recording & tracking of charitable contributions. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2004/05 On-Schedule 			

3.3.4 Analyze City demographics to ensure effective Police service delivery.

Measure of Success	Initiation Date	Target Date	Responsibility
A process is in place for the annual review of police service delivery in terms of city demographics. Recommendations are provided to top staff for adjusting deployment, and other police services, to better fit the distinct characteristics of the community.	09/2003	10/2004	Lt. Ernie Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Formalized a process for the collection, review & communication of pertinent city demographic information to commanders & others for use as an input in the Department's annual deployment study. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed December 2003 Ahead-of-Schedule 			

3.3.5 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a permanent Police display celebrating the history of the Police Department.	10/2003	04/2005	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none"> Digitized historical Department photos, & modified the HQ foyer to display historical pictures. Completed Commemorative Badge campaign & distributed the Commemorative Badges to Police employees. Ordered additional Police Commemorative Badges due to positive employee response. Received a donation of several historical items from the widow of former Police Chief Walter Nemitz for display in the planned Police Museum. Initiated plans to develop a future "virtual museum" on the PD website. Collected additional items of historical interest from employees current & retired. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 5% Continuing into FY 2004/05 On-Schedule 			

4.0 Strengthened Homeland Defense

Objective 4.1

Promote Prevention, Mitigation & Security Initiatives

– Cmdr. Burl Haenel

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”. – Cmdr. Burl Haenel

4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.			
Measure of Success	Initiation Date	Target Date	Responsibility
Development of physical security improvement plans for key City facilities; Implementation of security enhancements based on priorities established by evaluation using industry standards.	10/2003	10/2004 On-going	Dir. Marc Eisen & Lt. Pat Conner
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed the RFP process for consolidation of security guard services. Began citywide upgrade of access control components & consolidation of management, administration & operation of access control operations under the Homeland Security Division . Completed recommendations for security enhancements for five key City facilities. Identified increased need for the number of City security guards & incorporated into RFP being developed by the City. Developed Sole Source request & Council Action for approval of Hirsch manufactured products as Sole Source product in a Citywide bid for access control systems & upgrades. Received City Council approval for funding for City Hall/One Civic Center & other designated security improvements. Received emergency purchase authority from City Purchasing for purchase of electronic access components & \$330,000 worth of construction projects. Conducted initial meeting to discuss security needs for new Senior Center on Smitty's site. 			
Year End Status			
• Percent Complete: 40%	• Continuing into FY 2004/05	• On-Schedule	

Objective 4.2**Strengthen Readiness & Recovery Protocols****– Cmdr. Burl Haenel**

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”.

- Cmdr. Burl Haenel

4.2.1 Test emergency / recovery protocols & develop City-wide business recovery plans.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of emergency exercises of various scopes that will involve Police, Fire, other City Departments & citizens; Establishment of a process by each Department for resumption of services after an interruption.	10/2003	12/2004 On-going	Dir. Marc Eisen & Coord. Dan Porter
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed final review of City departments' emergency plans. Completed citywide emergency response exercise. Received General Manager approval of City Emergency Response Plans & placed in City Emergency Operations Center & Emergency Services Division. Completed training of Emergency Safety & Preparedness (ESAP) Team members in use & implementation of Department Emergency Response Plans. Completed Citywide preliminary business-recovery plan training & provided City's ESAP Team with recovery forms to take back to individual departments. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 60% Continuing into FY 2004/05 On-Schedule 			

4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of program administration; Identification & purchase of equipment; Identification of training needs; Delivery of initial & on-going training; Revision of Standard Operating Procedures; Identification & implementation of grant administration; Recognition & institutionalization of Federal & State operational mandates.	04/2003	12/2005 On-going	Lt. Matt Roadifer
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed training & began procurement of equipment for OSHA required respirator fit testing. Completed Porta Count Respirator purchase, delivery & installation as part of the Personal Protective Equipment & Weapons of Mass Destruction training Strategy. Identified specifications for WMD suits and initiated bid process for purchase of suits. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2004/05 On-Schedule 			

5.0 Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

– Dir. Helen Gandara-Zavala

“Technology is cornerstone and a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

- Director Helen Gandara-Zavala

5.1.1 Complete procurement for an integrated suite of Police applications.			
Measure of Success	Initiation Date	Target Date	Responsibility
Selection of vendor after evaluation of RFP responses; Approval of contract by City.	07/2003	05/2004	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed evaluation of Request for Proposals (RFPs) for an integrated CAD/RMS Police system & provided vendor recommendation to City Purchasing. Completed contract negotiations for an integrated CAD/RMS Police System with signature approval & subsequent City Council approval on May 17, 2004. Completed development of a Project Training Plan for the new CAD/RMS Police System. Completed preparation of the Police Computer Room for installation of the new CAD/RMS System equipment scheduled to begin in July 2004. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2004 On-Schedule 			

Objective 5.2**Advance Communications Technology****– Dir. Helen Gandara-Zavala****5.2.1 Conduct radio-engineering study.**

Measure of Success	Initiation Date	Target Date	Responsibility
Completion by consultant of radio-engineering study; Receipt of consultant report.	03/2004	10/2005	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Hired a full-time Radio Engineer to handle Police radio issues and conduct radio coverage studies. Improved radio coverage citywide by calibrating all police radios. Improved radio coverage by replacing the coil cord microphones. Completed a portion of the initial Police radio study. Motorola Contract Engineer completed selection of infrastructure sites that will be developed to support Radio improvement for the new Fire Department. The selected sites will also be used to support the Police Department when upgraded to Project 25 technology. Reached agreement with Maricopa County to add 5 encrypted talk groups to all of its transmitters except two, providing Scottsdale Officers the ability to communicate in most of the valley without risk of being overheard. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2004/05 On-Schedule 			

5.2.2 Conduct refresher radio training for all employees who use radios.

Measure of Success	Initiation Date	Target Date	Responsibility
Increased knowledge of radio system; Improved employee ability to recognize radio system failure & how to overcome the failure; Reduced number of user errors.	10/2003	10/2004	Mgr. Tom Melton
Summary of Annual Progress			
<ul style="list-style-type: none"> Hired a full-time Radio Engineer to handle Police radio issues and conduct radio coverage studies. Completed a needs assessment related to Radio training & started development of curriculum for instructional class. Finalized Radio Training materials in partnership with new City Radio Engineer. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 70% Continuing into FY 2004/05 On-Schedule 			

Objective 5.3**Advance Technology Support & Infrastructure****– Dir. Helen Gandara-Zavala**

5.3.1 Conduct annual review of strategic & operational Technology Plan that is tied to the budget process.

Measure of Success	Initiation Date	Target Date	Responsibility
Obtainment of sufficient technology resources to support “must have” strategic plan initiatives; A maintained mission critical technology infrastructure; Acquisition of new technologies/systems that serve as a valuable force multiplier for the Department.	10/2003	06/2005	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Prepared portion of general fund & personnel budget requests required to support the Department's Strategic Plan Goals for the upcoming Fiscal Year. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2004/05 On-Schedule 			

5.3.2 Ensure back-up of all mission-critical job functions.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation & adoption of back-up plans for all mission-critical job functions.	04/2004	11/2004 On-going	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed formation of committees consisting of Police Technology Services Division (TSD) & City Information Systems staff. These committees will assist TSD in support of the new Police mission critical systems as cross training of a newly hired Systems Integrator & other TSD personnel is accomplished. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 60% Continuing into FY 2004/05 On-Schedule 			

5.3.3 Increase technology staff to support current needs.

Measure of Success	Initiation Date	Target Date	Responsibility
Increase Police Technology staff by hiring 3 additional personnel.	08/2003	06/2004	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Hired a new Senior Programmer Analyst dedicated to Police projects. Hired a Public Safety Radio Engineer dedicated to Police & Fire communications. Hired a new Systems Integrator dedicated to Police technology projects. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2004 On-Schedule 			

5.3.4 Improve Department web capabilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Reclassification of vacant city position to programmer/analyst position; hiring of programmer/analyst. Creation of a PD Web-Committee to evaluate & recommend improvements. Implementation of improvements to the PD web.	08/2003	12/2004	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed reclassification of vacant city position to programmer/analyst position & hired a programmer/analyst. Drafted a proposal to create a Web-Page Committee to improve Department website. Implemented several improvements to the Department web-site using the newly hired Senior Programmer & the City I-Net Team. Began creation of a web-based Bicycle Registration Program requested by Bike Detail that will help with the return of lost & stolen bikes to their owners & help prevent pawning of stolen bikes. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 60% Continuing into FY 2004/05 On-Schedule 			

6.0 Enhanced Facilities

Objective 6.1

Develop New Facilities

– Cmdr. Burl Haenel

“Our facilities assist in the promotion of professional public safety service delivery and are therefore vital to our growing organization. Adequate and well-planned facilities ensure the effective and efficient delivery of public safety services to our community.” – Cmdr. Burl Haenel

6.1.1 Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of planning documents for construction of the facility.	10/2003	04/2004	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed selection of a project site for the construction of the Police Operational Support Facility building to provide space for Property/Evidence, Communications, & Crime Laboratory functions. Completed Capital Project Management planning documents related to the construction of the facility. Moving into the design phase for this project. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2004 Ahead-of-Schedule 			

6.1.2 Implement planning phase for land acquisition & construction of District 4 Facility.

Measure of Success	Initiation Date	Target Date	Responsibility
Acquisition of land; Completion of planning documents for construction of the facility.	04/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> This Strategy was moved from FY03/04 to FY05/06 due to lack of approved City funding. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 0% Moved to FY 2005/06 Behind-Schedule 			

Objective 6.2**Reallocate & Enhance Existing Facilities****– Cmdr. Burl Haenel**

6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of CIP documents for request.	01/2004	09/2006	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Received City approval on a Capital Improvement Project for the expansion of the District 3 facility to provide adequate work-space, locker areas, & covered parking. Selected an architect for the District 3 facility expansion project. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 40% Continuing into FY 2004/05 Behind-Schedule 			

Objective 6.3**Enhance Facility Support & Administration****– Cmdr. Burl Haenel**

6.3.1 Monitor City Fire Services contract to determine future impact on Police & City facilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Production of contract status reports.	07/2003	07/2004	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> The City has developed a transition plan to establish a municipal Fire Department and terminate services received from Rural Metro Corp. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2003 Ahead-of-Schedule 			

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Adjustments Made to the Plan During FY 2003/04

1. Strategy 2.3.3 "Staffing Allocation Model to Address Span of Control & Workload Issues" moved from 2nd to 3rd Quarter (Lt. Ernie Anderson, Q2 - 2004).
2. Sponsor change for Strategic Objective 2.1 "Develop Leadership" from Chief Alan Rodbell to Cmdr. Bill Wilton (Chief's Office, 1/28/04).
3. Sponsor change for Strategic Objective 2.2 "Develop Employees" from Lt. Tony Markos to Deputy Chief Raymond Schultz (Chief's Office, 1/28/04).
4. Sponsor change for Strategic Objective 3.2 "Strengthen Internal & External Communications" from Cmdr. Burl Haenel to Cmdr. Mike Rosenberger (Chief's Office, 1/28/04).
5. Sponsor change for Strategic Objectives 4.1 "Promote Prevention, Mitigation & Security Initiatives", 4.2 "Strengthen Readiness & Recovery Protocols", 6.1 "Develop New Facilities", 6.2 "Reallocate & Enhance Existing Facilities" & 6.3 "Enhance Facility Support & Admin.", from Exec. Asst. Chief Dee Taylor to Cmdr. Burl Haenel (Chief's Office, 1/28/04).
6. Strategy Leader change for Strategy 2.1.3 "Develop a program to address leadership training needs" from Cmdr. Bill Wilton to Lt. Jeff Smythe (Chief's Office, 1/28/04).
7. Strategy Leader change for Strategy 3.3.2 "Expand the Explorer program & enhance leadership support for the program" from Cmdr. Mike Rosenberger to Lt. Todd Muilenberg (Chief's Office, 1/28/04).
8. Strategy Leader change for Strategy 3.3.3 "Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations" from Cmdr. Bill Wilton to Lt. Tony Markos (Chief's Office, 1/28/04).
9. Strategy Leader change for Strategy 4.2.2 "Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD)" from Executive Assistant Chief Dee Taylor to Lt. Steve Gesell (Chief's Office, 1/28/04).
10. Strategy Leader change for Strategy 4.2.2 "Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD)" from Lt. Steve Gesell to Lt. Matt Roadifer (Chief's Office, 2/04).
11. Moved 1.1.2 "Assign Crime Prevention Officers to each District" from FY05/06 to FY03/04 3rd Quarter (Deputy Chief Cocca, Memorandum No. 04-09, 3/18/04).
12. Moved Strategy 6.1.3 "Implement Design Phase for Construction of Police Operational Support Facility" from FY04/05 to FY03/04 4th Quarter due to early completion of Strategy 6.1.2 (Capital Project Management, 06/2006).
13. Modified Strategy End Date from 6/30/04 to 12/31/04 for 2.3.3 "Develop Sworn & Civilian Staffing Allocation Model to Address Span of Control & Workload Issues" (Change made in Action Plan, Strategy Leader Lt. Ernie Anderson, 2004).
14. Modified Strategy End Date from 7/31/04 to 9/30/04 for 2.3.5 "Conduct an Annual Deployment Study for 1st Responders & Support Functions Based on Sworn & Civilian Allocation Model" (Change made in Action Plan, Strategy Leader Mgr. Paul Bentley, 2004).
15. Modified Strategy End Date from 5/31/04 to 7/30/04 for 3.2.1 "Develop an Effective Communications Process for PD Operations" (Change made in Action Plan, Strategy Leader Lt. Mike Anderson, 2004).
16. Modified Strategy End Date from 7/31/04 to 9/30/04 for 1.2.1 "Implement Staffing Redistribution Plan (Deployment Study) for Basic Police Service Needs; Redistribute Existing Staff to Maximize Resources" (Change made in Action Plan, Strategy Leader Mgr. Paul Bentley, 2004).

17. Modified Strategy End Date from 1/31/05 to 12/31/04 for 3.3.3 "Create a Mechanism by which members of SPD can Donate Resources to Charitable Organizations" (Change made in Action Plan, Strategy Leader Lt. Tony Markos, 2004).
 18. Modified Strategy End Date from 5/31/04 to 12/30/06 for 5.1.1 "Complete Procurement for an Integrated Suite of Police Applications" (Change made in Action Plan, Strategy Leader Dir. Joe Hindman, 2004).
 19. Modified Strategy End Date from 8/31/04 to 10/1/05 for 5.2.1 "Conduct Radio Engineering Study" (Change made in Action Plan, Strategy Leader Dir. Joe Hindman, 2004).
 20. Modified Strategy End Date from 7/30/04 to 9/30/04 for 5.2.2 "Conduct Refresher Radio Training for all Employees Who Use Radios" (Change made in Action Plan, Strategy Leader Mgr. Tom Melton, 2004).
 21. Modified Strategy Title for 2.1.2 from "Establish a Culture of Accountability & Recognition" to "Establish a Process to Improve Accountability & Recognition" (Dir. Helen Gandara-Zavala, 7/2004).
 22. Modified Strategy Title for 3.3.1 from "Create & Maintain Meaningful Police-Community Partnerships" to "Establish a Process for District Commanders to Create & Maintain Meaningful Police-Community Partnerships" (Dir. Helen Gandara-Zavala, 7/2004).
 23. Modified Strategy End Date from 12/2003 to 12/2004 & expanded measures of success for 5.3.4 "Improve Department Web Capabilities" (Change made in Action Plan, Systems Manager Mike Morrison acting for Strategy Leader Joe Hindman, 7/2004).
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Compiled & Edited by the Police Planning, Research & Accreditation Division

This document, as well as the complete 5-Year Strategic Plan are available in PDF format on our website at www.scottsdaleaz.gov. Copies can also be obtained by contacting our Planning, Research & Accreditation Division. Comments are welcome and can be submitted to:

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